

**Final Report:**  
**United States Coast Guard**  
**Enlisted Career Development Program**  
*Preparing the Enlisted Workforce for the 21<sup>st</sup> Century*

**Recommendations for Implementation**

This is a summary of recommendations resulting from the research and analysis of the following studies and subsequent service-wide focus groups:

- Nonrate Workforce Structure Study (NWSS)
  - Company Commander Needs Assessment (CCNA)
    - Petty Officer Development Initiative (PODI)
      - Chief Petty Officer Needs Assessment (CPONA)

The summary is divided into 7 sections that parallel career progression sequence from time of initial entry to advancement to senior enlisted levels: 1) Recruiting, 2) Recruit Training, 3) Company Commanders, 4) First-Unit Performance, 5) Petty Officers, 6) Chief Petty Officers, and 7) General Recommendations. Each of the sections is further subdivided into functional areas containing individual, databased recommendations.

Before reading the recommendations, it is important to understand the following points:

- a) Coast Guard enlisted, officer, and civilian personnel have been doing a great job in recruiting, training, and developing our enlisted workforce. What they have lacked is a comprehensive program that ties their efforts together and robust data upon which to make decisions. This package fills both of those needs.
- b) All the recommendations are databased and are written in a forthright and frank manner so that their meaning is clear. If at any time the reader infers that they suggest past wrongdoings, please reread point a.